



General Services Administration (GSA)
HSPD-12 Program Management Office (PMO)
Support

Part 1 – Technical Capability Package
Request for Quote (RFQ): ID14160113 (eBuy RFQ1079368)
May 4, 2016

General Services Administration (GSA)

HSPD-12 Program Management Office (PMO) Support

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Part 1 – Technical Capability Package

May 4, 2016

Submitted by:

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Submitted To:

General Services Administration

Office of Administrative Services

Internal Acquisition Division

Attn: Bjorn Miller, Contract Specialist

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May 4, 2016

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Contract Specialist
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Internal Acquisition Division

RE: Request for Quote (RFQ): ID14160113 (eBuy RFQ1079368) (eBuy RFQ1079368) HSPD-12
Program Management Office (PMO) Support

Dear Mr. Miller:

Deloitte¹ is pleased to submit our proposal to provide Program Management Office Support to the General Services Administration (GSA), Office of Mission Assurance (OMA) Identity, Credential, and Access Management (ICAM) Division. We believe that our submission meets all of the requirements of the request, and demonstrates that Deloitte possesses the required level of skill and experience to perform the Performance Work Statement (PWS).

We are extremely proud of the Team (collectively the "Deloitte Team") that we have assembled to serve GSA. We have carefully selected our teammates because they are firms with GSA experience that have the skills and knowledge to complete the work. The Deloitte Team is composed of the following entities.

	DUNS	FSS 70 SIN 132 62 Contract Number
Deloitte Consulting LLP Task Order Lead	(b) (4)	GSA IT-70 Contract No. GS-35F-0617Y
(b) (4)		

We are excited by the prospect of working with you, and we hope our proposal conveys our commitment to provide distinctive client service and highly specialized talent to this project. Our submission consists of two parts: Part 1 – Technical Capability Package and Part 2 – Price Quotation Package. Deloitte acknowledges receipt of all amendments.

If you have questions or require additional information, please contact me at (b) (6), (b) (4)

Should you have contractual questions, please contact (b) (6), (b) (4)

Thank you.

Sincerely,

(b) (6), (b) (4)

Deloitte Consulting LLP

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1.0 Factor 1 – Corporate Capability and Subcontractors [RFQ – 2.4.1]

Deloitte Consulting LLP ("Deloitte"¹) is pleased to respond to the General Services Administration's (GSA's) Request for Quote (RFQ) ID 14160113 (eBuy RFQ1079368), with information on our continued capability to provide (b) (4) to GSA's Identity, Credential and Access Management (ICAM) Division for its Homeland Security Presidential Directive-12 (HSPD-12) Program and related operations and services.

In our response to this Request for Quotation (RFQ), we have maintained the Deloitte Team that is currently supporting the GSA ICAM Division's HSPD-12 Program. Our Team (b) (4)

As with other HSPD-12 programs across the Government, our support to GSA has evolved with the Program beyond compliance and interoperability – the key tenets of the program in the early days – (b) (4)

Our experienced Deloitte Team, which includes our continued commitment (b) (4) makes us the best value Offeror to provide support to GSA for the tasks outlined in the Performance Work Statement (PWS). As an organization, Deloitte has delivered smart card, HSPD-12, and ICAM advisory services to many Federal clients and their supporting agencies since the early 2000s. Deloitte has prior experience in system integration and implementation, program management, operations, stakeholder management, and advisory services that address client business and technical requirements. Some of Deloitte's experience and capabilities that underpin the key capabilities in this response include:

- (b) (4)

¹ As used in this document, 'Deloitte' means Deloitte Consulting LLP, which provides strategy, technology, and human capital consulting services; Deloitte & Touche LLP, which provides accounting, auditing, internal control and financial management support services. These entities are separate subsidiaries of Deloitte LLP. Deloitte & Touche LLP, an affiliate of the prime contractor Deloitte Consulting LLP, will also support the contract. (b) (4)

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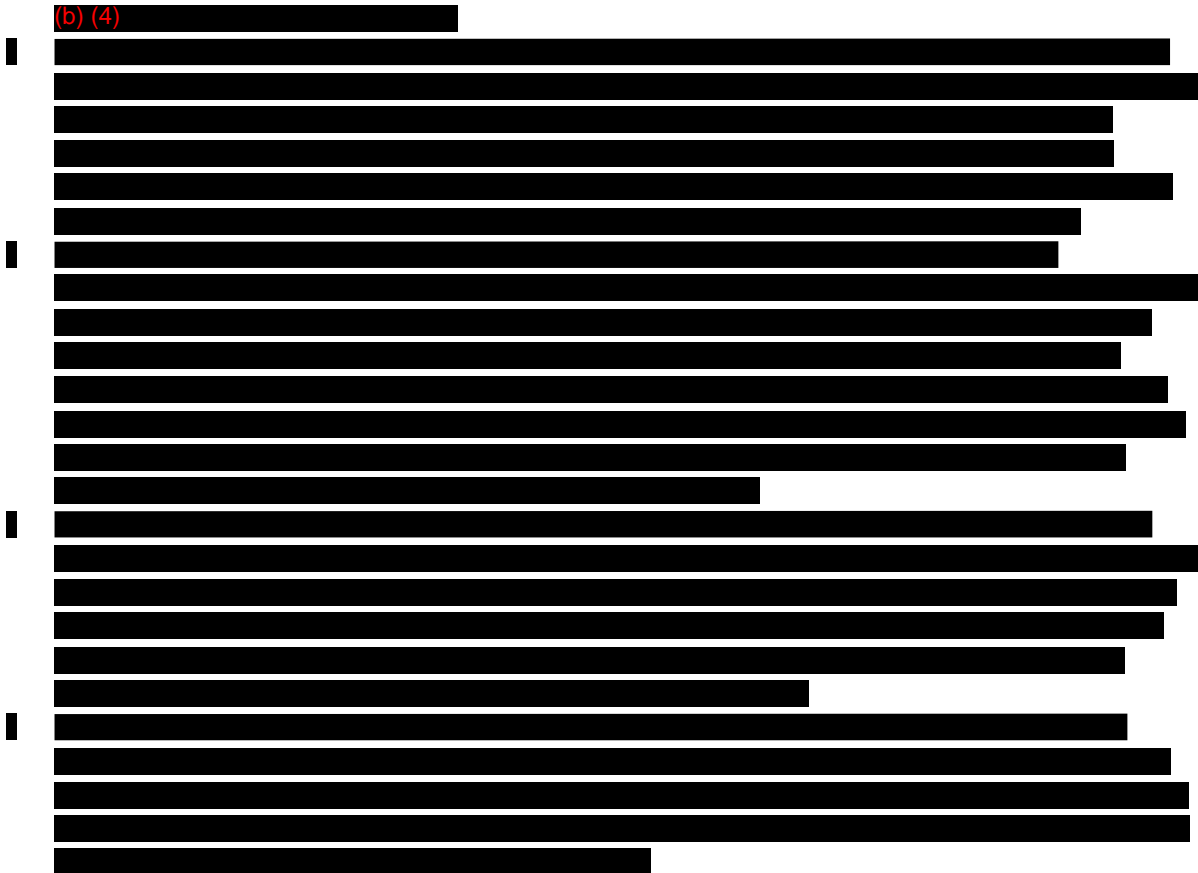


Figure 1.1-1. GSA ICAM's HSPD-12 Program Evolution.

Deloitte's support to GSA has evolved and scaled with the Program to target greater cost saving, improved customer experience, and operational efficiencies.



GSA ICAM interacts routinely with diverse stakeholders who have varying needs for the HSPD-12 Program, and the ICAM PMO requires a trusted support team to represent the Program effectively. By leveraging our qualifications highlighted above, the Deloitte Team is strongly positioned to offer three core capabilities that will help the ICAM Division meet its objectives:

- (b) (4)
- (b) (4)
- (b) (4)

1.1 Roles and Responsibilities

The Deloitte Team's combination of technical and operational experience offers GSA a core team who currently delivers across the seven task areas. This provides unmatched value to GSA by providing a Team that is already very familiar with GCIMS and its related operational support, decreasing the risk and cost associated with transitioning to a new contractor. (b) (4)

We will continue to use the Deloitte Team in a way that maximizes the strengths of the team members.

(b) (4)

In addition, (b) (4)

Table 1.1-1. Roles and Responsibilities by PWS Task.

SOW Task	Team Roles and Responsibilities
Task 1: Project Management Support	(b) (4)
Task 2: Planning and Program Management Support	(b) (4)
Task 3: Credentialing and Background Investigation Support	(b) (4)
Task 4: Logical Access Management Support	(b) (4)
Task 5: Physical Access Management Support	(b) (4)
Task 6: PKI Management Support	(b) (4)
Task 7: GCIMS support	(b) (4)

Table 1.1–1 discusses how the responsibilities of each task are shared among the Deloitte Team. The Team members will continue to perform the roles they have done for the last three years, to decrease disruption and risk for GSA.

To support the Deloitte responsibilities noted in Table 1.1–1, Deloitte will leverage resources across the organization in various capacities, as described below.

(b) (4)

Based on our support of the ICAM Division since August of 2005, Deloitte has significant experience with the complex architectures, standards, systems, organizations, and priorities encompassing the GSA's HSPD-12 environment. With such institutional knowledge, (b) (4)

Figure 1.1-1. (b) (4)

(b) (4)

While the Deloitte Team has more than a decade of experience with the GSA HSPD-12 Program, our support will not be provided in isolation. Indeed, some of the best value Deloitte provides is the broader (b) (4)

As a next layer of support, (b) (4), (b) (6)

Lastly, and increasingly important in these days of data breaches and other security events, (b) (4)

(b) (4)

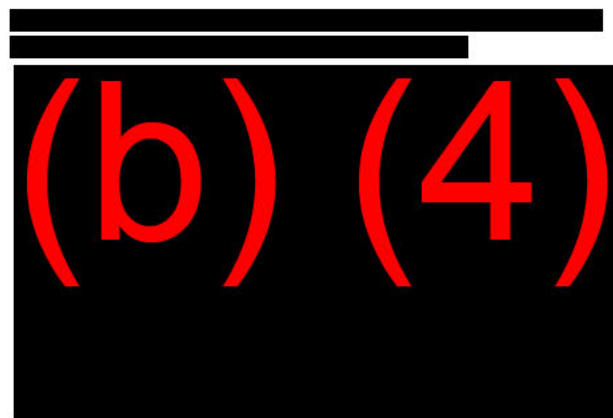
Using this “holistic support” view, we will discuss how the Deloitte Team provides the required capabilities for the PWS – demonstrating that our Team “on the ground” will meet each and every required capability to support the GSA HSPD-12 Program goals and objectives – and that they (b) (4)



1.2 (b) (4)

An example of the importance of Deloitte oversight into the overall project via the management tasks, (b) (4)

Figure 1.2-1. (b) (4)



functionality. This capability of Deloitte to manage change has proven valuable across many of our federal clients, including GSA, when re-alignment is required to improve organizational efficiencies.

(b) (4)

discussed above is summarized as percentages of work effort for each member of the Deloitte Team, in Table 1.2-1.

Table 1.2-1. (b) (4)

1.3 Corporate Capabilities to Achieve Each of the PWS Tasks

The following section discusses the Deloitte Team's capabilities to achieve each of the PWS tasks. (b) (4)

(b) (4)

(b) (4)

(b) (4)

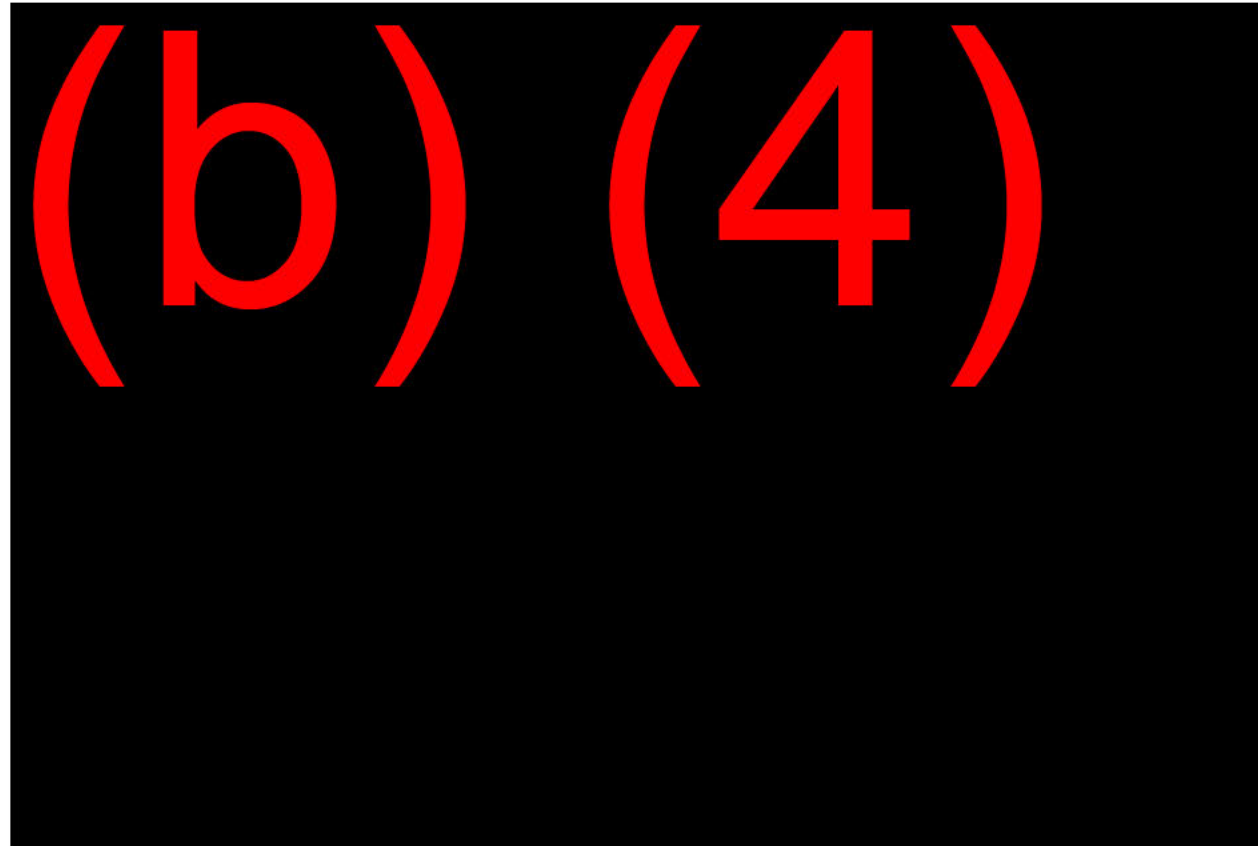
(b) (4)

(b) (4)

Deloitte has both the history at GSA to maintain (b) (4) we believe we are uniquely positioned to offer best value to GSA.

Figure 1.3-1. GCIMS serves as the central repository for GSA employee and contractor data.

Deloitte has the relationships and capacity to provide an integrated service delivery model across the breadth of stakeholders.



The Deloitte Team's capabilities required to meet the specifics of each of the PWS tasks is stated in Table 1.3-1.

Table 1.3-1 (b) (4).

The required GSA support is continuous from the current support provided by the same Deloitte Team.

PWS Task	Required GSA Support	(b) (4)
Task 1: Project Management Support	<ul style="list-style-type: none">Provide integrated project management support and advisory services across each of the HSPD-12 Program tasks.	<ul style="list-style-type: none">(b) (4)

PWS Task	Required GSA Support	Deloitte Team Corporate Capabilities
		<ul style="list-style-type: none"> • (b) (4)
Task 2: Planning and Program Support	<ul style="list-style-type: none"> • Provide internal ICAM Division project planning, and program support for GCIMS • Deliver new SOP documentation as requirements and needs evolve, as well as enhancing and updating current documentation • Develop and coordinate process and application training for regions 	<ul style="list-style-type: none"> • (b) (4)
Task 3: Credentialing and Background Investigation Support	<ul style="list-style-type: none"> • Continued issuance of credentials – beyond the more than 200,000 issued to date • Provide help desk support for end users • Support the OPM e-QIP process for background investigations • Assist lifecycle management of credentials • Conduct data auditing and data cleansing for process and record entry errors • Support the mobile credentialing kits by coordinating all software updates during update cycles 	<ul style="list-style-type: none"> • (b) (4)
Task 4: Logical Access Management Support	<ul style="list-style-type: none"> • Enhance cybersecurity by enabling HSPD-12 and FICAM compliance 	<ul style="list-style-type: none"> • (b) (4)
Task 5: Physical Access Management Support	<ul style="list-style-type: none"> • Provide advisory services for regional deployments of internet Protocol (IP)-based PACS solutions, such as the Brivo deployment project for GSA Headquarters • Create custom data management solutions for PACS-enabled Public Buildings Service (PBS) regional buildings 	<ul style="list-style-type: none"> • (b) (4)
Task 6: PKI Management Support	<ul style="list-style-type: none"> • Provide PKI subject matter expertise and advisory services in the disciplines of PV-authentication, digital encryption, and digital signatures 	<ul style="list-style-type: none"> • (b) (4)
Task 7: GCIMS Support	<ul style="list-style-type: none"> • Automate the GSA's background investigation and credentialing process for the 35,000 active employees and contractors • Maintain and manage more than 200,000 distinct user profiles and user attributes for both active and historical employees and contractors, including 35,000 active employees/contractors • Provide a trusted source of identity data for GSA's mission critical back office IT applications (e.g., email, Human Resources [HR], security) 	<ul style="list-style-type: none"> • (b) (4)

1.4.1.1 (b) (4)

[Redacted]

- I [Redacted]
- I [Redacted]
- I [Redacted]
- I [Redacted]

1.4.1.2 (b) (4)

[Redacted]

[Redacted]

[Redacted]

1.4.2 GSA's Approach to HSPD-12 and ICAM

(b) (4)

[Redacted]

(b) (4)

- I [Redacted]
- I [Redacted]

[Redacted]

(b) (4)

(b) (4)

1.4.3 HSPD-12 PIV Card Issuance Processes and Data Structures Pertaining to GSA HSPD-12 Managed Service Offerings Systems

As the incumbent providing support to the GSA HSPD-12 Program, Deloitte offers GSA substantial experience with and knowledge of GSA and the GSA HSPD-12 MSO systems. (b) (4)

(b) (4)

(b) (4)

The Deloitte team brings years of institutional knowledge and experience to maintain and continually improve HSPD-12 PIV card issuance and maintenance processes, (b) (4)

We have supported the development of efficiencies in the PIV issuance process for GSA. (b) (4)

In addition, Deloitte has (b) (4)

1.4.4 Background Investigation Processes and Data Structures Pertaining to OPM e-QIP

Deloitte has broad experience aiding employees, contractors, and affiliates with e-QIP and background investigation paperwork, from (b) (4)

GSA switched from (b) (4)

The move to (b) (4)

To support the transition to (b) (4)

(b) (4)

1.4.5 (b) (4)

Our teaming businesses, clients, and competitors recognize Deloitte as a market leader in the Microsoft Solutions space. Deloitte has been a trusted Microsoft vendor and a development collaborator since 2002. We operate a (b) (4)

(b) (4)

[Redacted text block]

Analyst firm IDC, (b) (4)

[Redacted text block]

In the rapidly evolving world of tools and technology, Deloitte has experience in Microsoft .NET development products, including:

- (b) (4)
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

In addition, we specialize in helping to (b) (4)

[Redacted text block]

Deloitte has (b) (4)

[Redacted text block]

1.4.6 Physical Access, PACS, and Smart Card Applications

(b) (4). The implementation of PACS and use of the PIV credential is fundamental to the implementation of HSPD-12 and the FICAM vision. Our Team has

(b) (4)

1.4.6.1 Physical Access and PACS

The Deloitte Team will apply our (b) (4)

(b) (4). In addition, we will (b) (4) Deloitte will continue to provide help desk support for GSA PACS, and provide management reporting capabilities,

(b) (4)

Features and functionality of our completed GSA PACS implementations include:

- (b) (4)
- (b) (4)
- (b) (4)
- (b) (4)
- (b) (4)

Deloitte has a track record of providing support for requirements similar to those identified in the SOW for other Federal clients whose environments are of comparable similar size and scale to GSA. Our physical access management support capabilities include the following:

- (b) (4)

- (b) (4) [REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]

Deloitte's role as the incumbent allows us to leverage our extensive knowledge of GSA's PACS architecture. Our technical and functional PACS support efforts (b) (4) [REDACTED]
[REDACTED]

[REDACTED] Our teaming with Government personnel will allow us to continue to drive forward to a common goal of an enterprise-managed and -operated PACS. Deloitte's understanding of the many factors that affect PACS and physical security: (b) (4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

We have a long-time practice of (b) (4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

1.4.6.2 Smartcard Applications

Deloitte has long-standing business relationships with the leading providers of Integrated Circuit (IC)-related technologies, (b) (4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Examples of our experience with smart card applications include the following:

- (b) (4) [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]

- (b) (4) [Redacted]
[Redacted]
[Redacted]
- [Redacted]
[Redacted]
- [Redacted]
[Redacted]
- [Redacted]
[Redacted]
[Redacted]
- [Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

2.0 Factor 2 – Project Organization and Staffing (RFQ – 2.4.2)

Deloitte proposes a (b) (4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED].

The proposed Deloitte Team will provide many direct benefits to the GSA HSPD-12 Program that include:

- (b) (4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]

This section identifies specific resources being proposed for the HSPD-12 Program, their qualifications, expected roles, lines of communication, and their assigned task areas based on their capabilities and experience.

2.1 Deloitte's Organizational Structure

2.1.1 GSA HSPD-12 Program Support Organizational Chart

The proposed Deloitte Team is composed of resources who have demonstrated relevant experience to the key areas. (b) (4) [REDACTED]

They are dedicated to GSA's objectives to provide high-quality customer service and technical assistance to achieving the mission of the HSPD-12 Program. Our key personnel have been chosen based on their

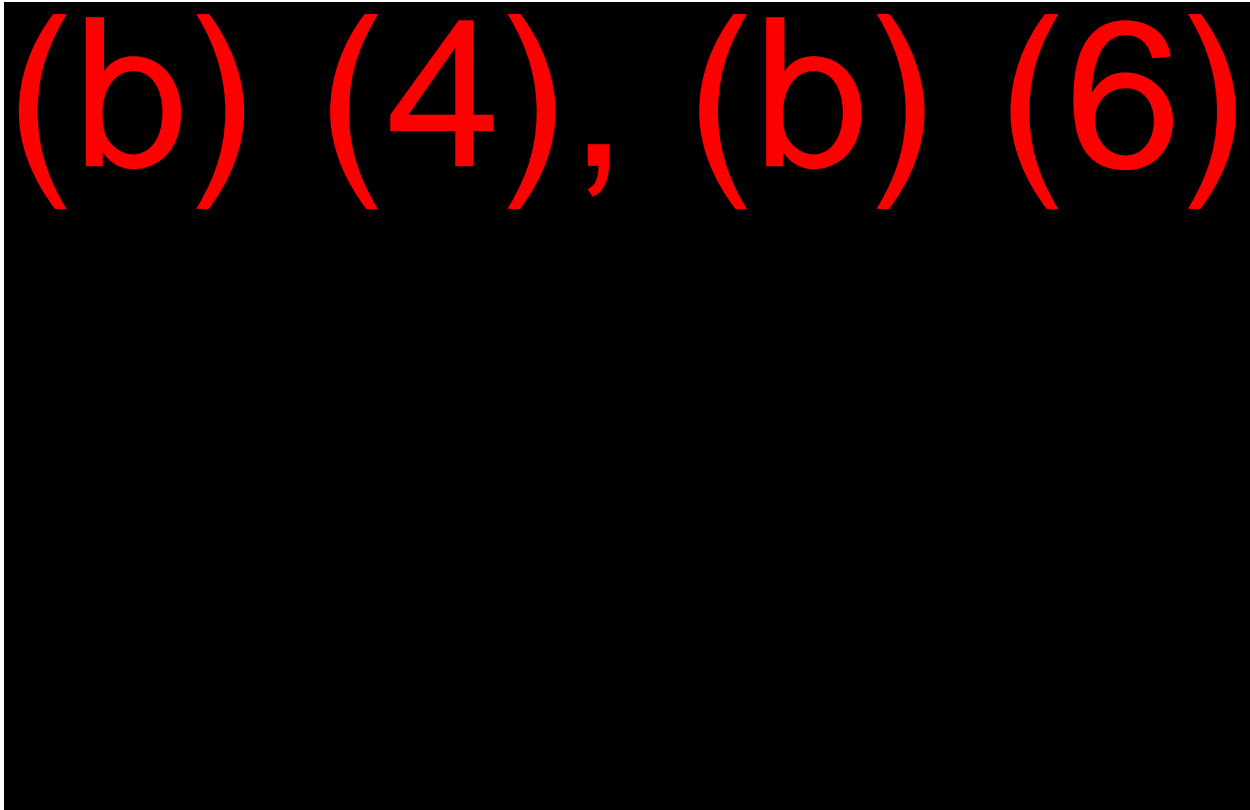
(b) (4) [REDACTED]. Deloitte stands behind this Team and its ability to (b) (4) [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

The names, roles, and tasking areas for each member of the Team are identified in the following organization chart. As evidence of our commitment to the program, (b) (4) [REDACTED]

[REDACTED]

Figure 2.1-1. (b) (4), (b) (6).



(b) (4), (b) (6)
[Redacted text block]

Consistent with the current successful operating structure, **Mr. Ahn** will serve as Deloitte’s main stakeholder within GSA. Mr. Ahn will be directly supported by (b) (4), (b) (6), and can leverage these relationships to discuss the current status of the program, as well as potential challenges and impacts.

(b) (4), (b) (6)
[Redacted text block]

(b) (4), (b) (6)
[Redacted text block]

(b) (4), (b) (6)

(b) (4), (b) (6)

Our SMAs will continue to focus on assisting with PACS (Task 5)-related activities, (b) (4)

LACS and PKI management projects (Tasks 4, 6).

Our Team personnel — (b) (4)

Our key staff have (b) (4)

As previously mentioned, Deloitte can (b) (4), (b) (6)

2.1.2 Our Organizational Approach

The Deloitte approach to Project Organization and Staffing is intended to (b) (4)

(b) (4)

Furthermore, Deloitte is (b) (4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Deloitte understands the unique mix of skills and experience across the Capability Areas and Tasks defined in the Performance Work Statement (PWS) to deliver an effective solution. Our proposed project organization and staffing is (b) (4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

We have a clear understanding of (b) (4) [REDACTED]
[REDACTED]
[REDACTED] Assuming no change in the HSPD-12 Program mission and services to be delivered during this contract period, (b) (4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

With this staffing approach and organizational allocation of individual responsibilities, our proposed organizational chart is properly aligned with the workloads to be expected from each of the task areas. This will result (b) (4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

2.1.3 Broader ICAM Team

By selecting Deloitte, GSA will (b) (4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Central to the mission of a cohesive Federal ICAM framework and ecosystem, Deloitte is (b) (4) [REDACTED]
[REDACTED]
[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Both of these Deloitte-operated programs will lead to direct insight and lessons learned for the GSA HSPD-12 Program, as well as cross-pollination of ideas, solutions, and innovative approaches to shared challenges. The Deloitte Team will (b) (4) [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

(b) (4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

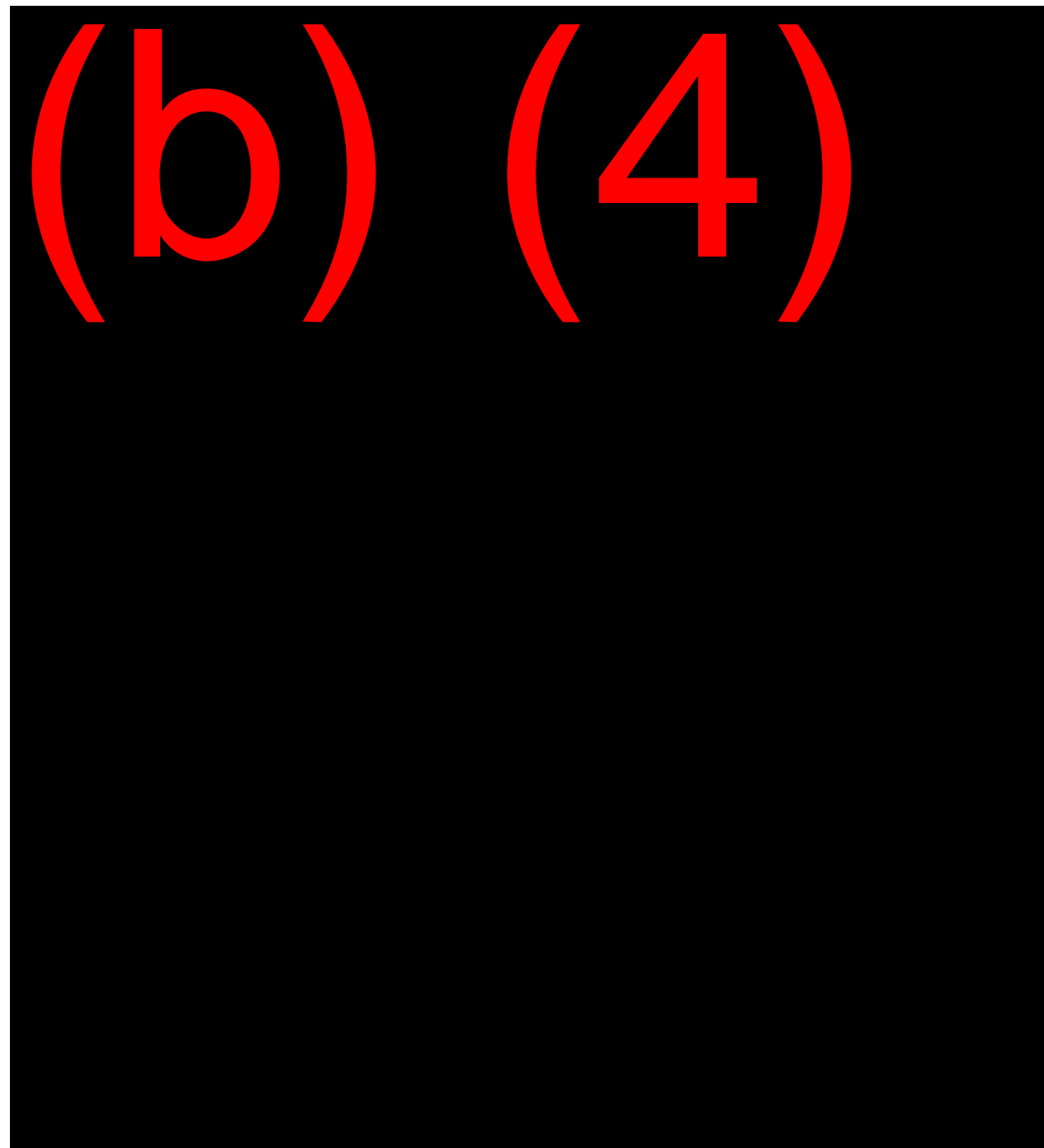
2.1.4 Lines of Communication

Our project organization chart in Figure 2.1-1 illustrates the (b) (4) [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Figure 2.1-2. (b) (4)

Deloitte's preexisting relationships make the flow of communications more accurate and efficient.



The framework outlined above shows (b) (4)

[Redacted text block consisting of five horizontal black bars]

(b) (4)

The lines of communication between the Deloitte Team and GSA management, customers, and stakeholders are based upon a seamless and structured approach to executing the various tasks required for the HSPD-12 Program. We recognize that frequent and open communication is critical to a high-performing team, so it is our priority to (b) (4)

(b) (4)

Following a developed process such as the one above will (b) (4)

2.2 Key Personnel Resumes

Per the RFQ requirement, we include a two-page resume for each of the proposed personnel describing their experience as it relates to the proposed project roles. Please see the Resume Appendix for the resumes of our proposed project team.

2.3 Staffing Plan

Our proposed project Team is composed of (b) (4)

Based upon this analysis, we have placed team members in Labor Categories (LCATs) and optimized their level of effort over the base year. Table 2.3-1, depicts the number of hours in each labor category, for each task area, per month:

Table 2.3-1. (b) (4)

(b) (4)

With this proposal, Deloitte provides (b) (4)

- ## 2.4 Staff Retention and Replacement Plan

Deloitte's (b) (4)

Deloitte's proposed organization and staffing plan is (b) (4) [REDACTED]

[illegible][illegible]

[REDACTED]

3.0 Factor 3 – Technical Understanding and Approach [RFQ – 2.4.3]

Our technical understanding and approach to the PWS tasks are described fully in the following respective task sections under Section 3.5.2. In articulating our technical understanding of the PWS requirements and our approach to meeting them, we have incorporated what we consider to be the GSA HSPD-12 Program's focus areas:

1. (b) (4)
[Redacted]
[Redacted]
[Redacted]
- [Redacted]
[Redacted]
[Redacted]
[Redacted]
- [Redacted]
[Redacted]
[Redacted]

Equipped with GSA HSPD-12 Program specific hands-on experience, our approach is tailored for the Program with a focus on (b) (4)
[Redacted]

3.1 Our Understanding of GSA ICAM Division's ICAM Approach as Described in the PWS [RFQ – 2.4.3.1]

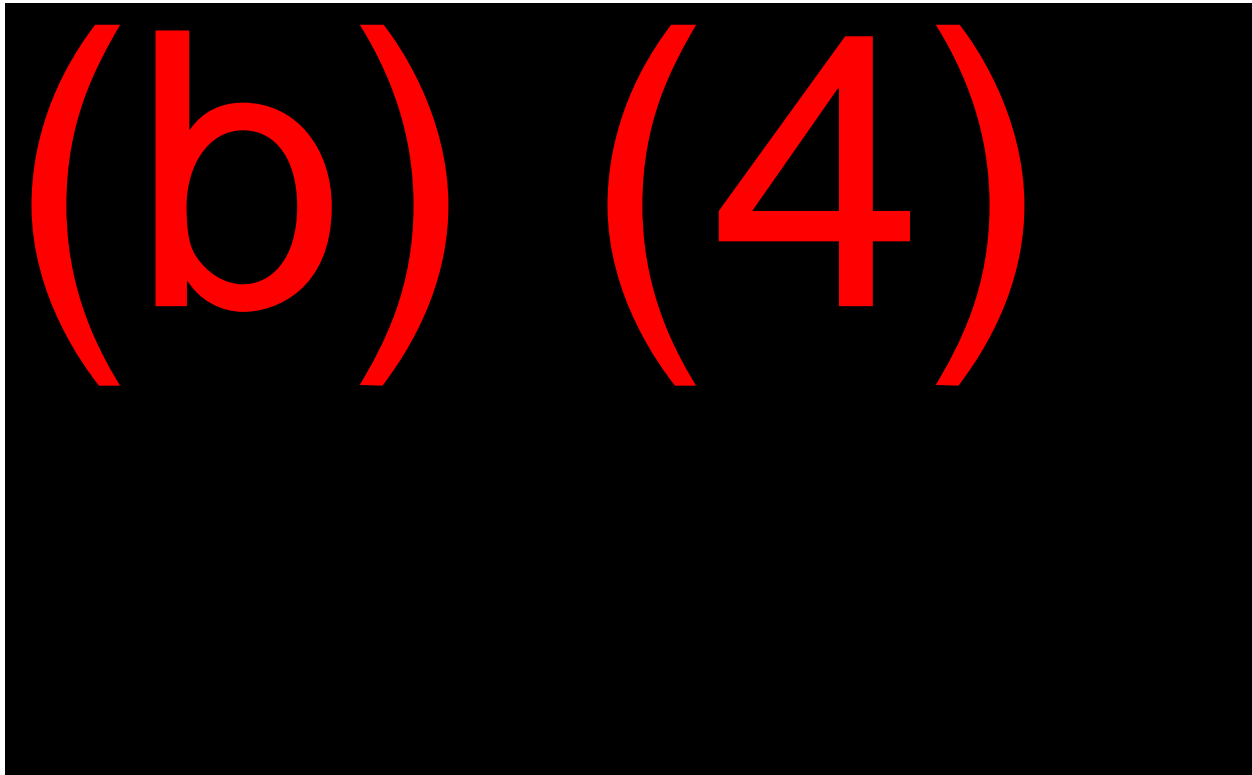
The GSA HSPD-12 Program provides centralized personnel credentialing and contractor investigation services through GCIMS to the nationwide GSA SSO. As a result of the personnel credentialing and identity maintained to facilitate onboarding activities, (b) (4)
[Redacted]
[Redacted]
[Redacted]

In support of our role serving the GSA with ICAM services, Deloitte understands that the key focus areas of the HSPD-12 Program include (b) (4)
[Redacted]. Our strong understanding of the Program's approach to the PWS requirements is a result of robust program management backed by deep knowledge with GSA HSPD-12 priorities, goals, GSA IT portfolios, infrastructure operations, Identity and Access Management (IAM)/logical access shared services and our ICAM reachback capabilities.

(b) (4)	
■	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
■	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
■	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]
	[Redacted]

Figure 3.1-1. HSPD-12 Program Focus Areas.

This figure illustrates the HSPD-12 Program focus areas and the core associated program functions along with the high-level processes and systems influenced.



The Deloitte Team will continue to serve the GSA HSPD-12 Program with a highly qualified team committed to the long-term success of the GSA HSPD-12 Program and the associated HSPD-12 Program Management, HSPD-12 Planning, GSA Access Card Credentialing, and GSA Credentialing Identity Data Provider Program functions.

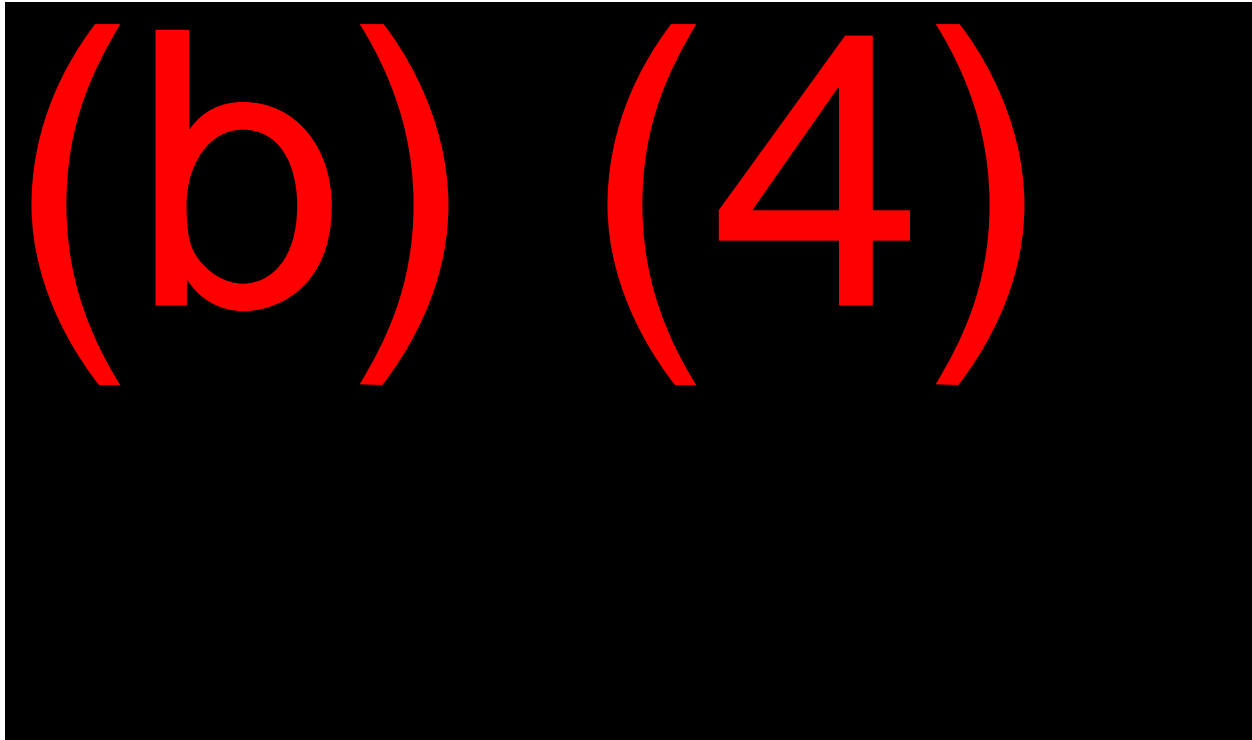
3.2 Method for Ensuring Integrated Service Delivery Across All PWS Tasks [RFQ – 2.4.3.2]

The Deloitte Team is successfully supporting the HSPD-12 Program using an integrated service delivery method that is tailored to (b) (4)

[Redacted text block]

Figure 3.2-1 [Redacted text]
for each task, which will help us to work efficiently and focus our efforts on the HSPD-12 Program's specific priorities, while consistently providing high-quality services.

Figure 3.2-1. Integrated Service Delivery across GSA HSPD-12 Program PWS Tasks.



Using our proven and project-tested integrated service delivery method provides the following key benefits to the GSA HSPD-12 Program:

- (b) (4) [Redacted]
- [Redacted]

3.3 Our Approach to Project Management, Change Management, and Quality Management [RFQ – 2.4.3.3]

Our Project Management approach is described in detail in Section 3.5.2.1 and comprises the following high-level steps:

- (b) (4) [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Our change management approach is described in detail in Section 3.5.2.1.5 below and comprises the following high-level steps:

- (b) (4) [Redacted]
- [Redacted]

- (b) (4)
- -
 -

Our quality management approach is described in detail in Section 3.5.5 below and comprises the following high-level steps:

- (b) (4)
- -
 -

3.4 Risks and Risk Mitigation Strategies [RFQ – 2.4.3.4]

The top three risks and risk mitigation strategies for each PWS task are outlined as part of the respective Task 1 to 7 sections below.

3.5 Project Management Plan [RFQ – 2.4.3. 5]

In the following section of the technical volume, we will describe our proposed management approach (Section 3.5.1), our approach for accomplishing all tasks, subtasks, and achieving all milestones (Section 3.5.2), our detailed Standard Operating Procedures (SOPs) for all tasks and subtasks (Section 3.5.3), our overall Work Breakdown Structure (WBS) and associated responsibilities and partnerships between Government organizations (Section 3.5.4), and our Quality Control Plan (QCP) (Section 3.5.5)

3.5.1 Proposed Management Approach

The approach for each PWS Task is elaborated below within the relevant Task sections. Our overall proposed management approach to deliver consistency of approaches across the Tasks is:

- (b) (4)
- -
 -
 -
 -
 -
 -
- -

Additionally, for effective integrated Task management and communication with GSA HSPD-12 Program leadership, we have (b) (4)

Task 3 requirements are grouped into (b) (4)

Task 7 requirements are grouped (b) (4)

3.5.2 Approach for Accomplishing All Tasks, Subtasks, and Achieving All Milestones

This section of our response describes in detail our approach for accomplishing all tasks, subtasks, and milestones, arranged as follows: Task 1 – Project Management Support (Section 3.5.2.1); Task 2 – Planning and Program Support (Section 3.5.2.2); Task 3 – Credentialing & Background Investigation Support (Section 3.5.2.3); Task 4 – Logical Access Management Support (Section 3.5.2.4); Task 5 – Physical Access Management Support (Section 3.5.2.5); Task 6 – PKI Management Support (Section 3.5.2.6); and Task 7 – GCIMS Support (Section 3.5.2.7).

3.5.2.1 Task 1 – Project Management Support [PWS 2.1.1]

Understanding and Approach

GSA has a fast-paced environment focused on executing their mission to provide the best value in real estate, acquisition, and technology services to the government and the American people. (b) (4)

[REDACTED]

(b) (4)

[REDACTED]

[REDACTED]

(b) (4)

[REDACTED]

(b) (4)

[Redacted text block]

Figure 3.5-1. (b) (4)

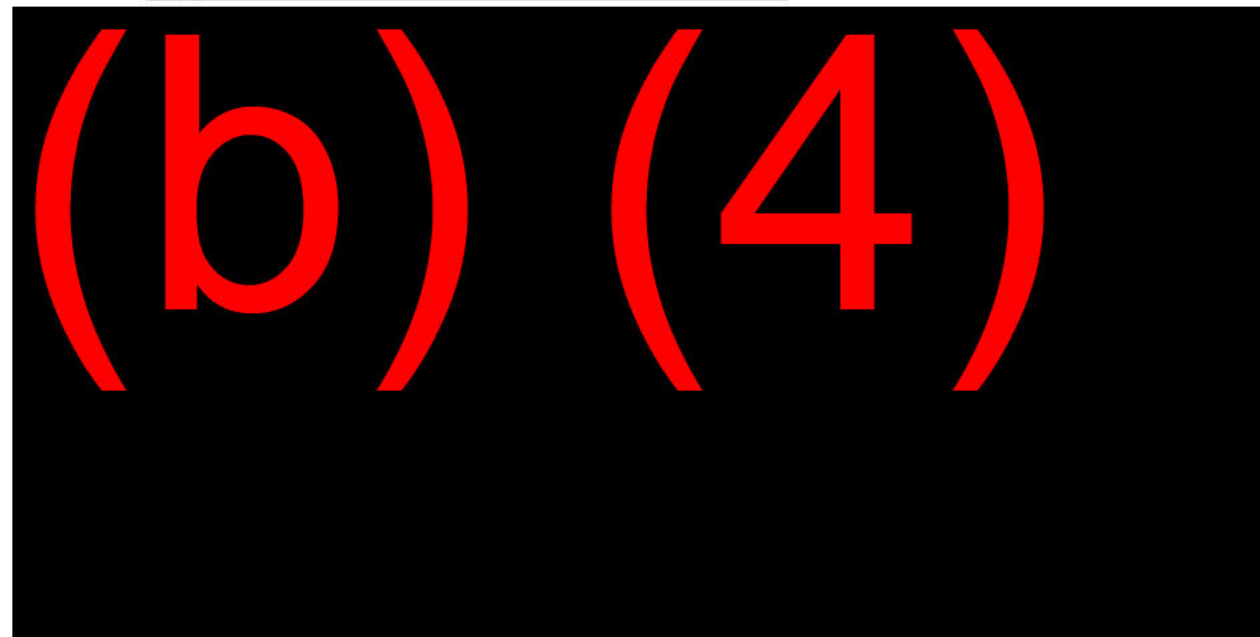


Table 3.5-1. (b) (4)

RFQ Requirements	Value of Deloitte's Approach to GSA
2.1.1.0 Coordinate a Project Kickoff Meeting	(b) (4)
2.1.1.1 Provide Transition Support	(b) (4)
2.1.1.2 Prepare a Monthly Status Report (MSR)	(b) (4)
2.1.1.3 Project Management Plan	(b) (4)
2.1.1.4 Provide Change Management Support	(b) (4)
2.1.1.4 Provide Transition Plan and Support	(b) (4)

3.5.2.1.1 Subtask 1.0 – Coordinate a Project Kickoff Meeting

Deloitte will conduct a project kickoff meeting with the GSA HSPD-12 Program leadership at the onset of the Program to establish our proposed project plan for effective communications of various Program aspects including status reporting, scheduling, quality management and team member roles and responsibilities. The meeting will establish project expectations and project personnel. The Project Kickoff meeting will be scheduled within five business days of task order award. The Project Kickoff Meeting will cover the following:

- (b) (4) [REDACTED]

The Project Kickoff Meeting will be utilized to introduce contractor personnel and government personnel to the project and to reestablish GSA's expectations for the ICAM PMO team.

3.5.2.1.2 Subtask 1.1 – Provide Transition Support

GSA's quickly evolving nature requires a team that is able to be flexible and react effectively to the program's changing needs. The Deloitte Team's knowledge and experience from supporting GSA's ICAM program allows for Deloitte to (b) (4) [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

If GSA decides to choose another contractor, Deloitte will (b) (4) [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

3.5.2.1.3 Subtask 1.2 – Prepare a Monthly Status Report (MSR)

The MSR will provide GSA the proper insight into any risks or issues that may affect the schedule or service delivery and will allow the Government to track project performance, including financial status.

[illegible][illegible]

- [illegible]

[REDACTED]

Use or disclosure of the data contained on this page is subject to the restrictions on the title page of this proposal.

(b) (4)

[Redacted text block]

In addition to managing timelines, resources, and additional efficiencies, the PMP will describe (b) (4)

[Redacted text block]

Additionally, the PMP will include the Quality Control Plan to provide Quality Assurance throughout every phase of the project. (b) (4)

[Redacted text block]

3.5.2.1.5 Subtask 1.4 – Provide Change Management Support

GSA's ICAM program requires strategic change management to communicate ongoing efforts, changes, new services, trainings, and new processes. Deloitte's change management process includes (b) (4)

[Redacted text block]

[Redacted text block] The Change Management plan is integrated into the overall PMP and identifies planned task activities for communications, stakeholder support, and training.

In addition to the Change Management Plan, the Deloitte team has worked to (b) (4)

[Redacted text block]

- [Redacted text]
- [Redacted text]
- [Redacted text]
- [Redacted text]
- [Redacted text]
- [Redacted text]
- [Redacted text]
- [Redacted text]

[Redacted text block]

(b) (4)

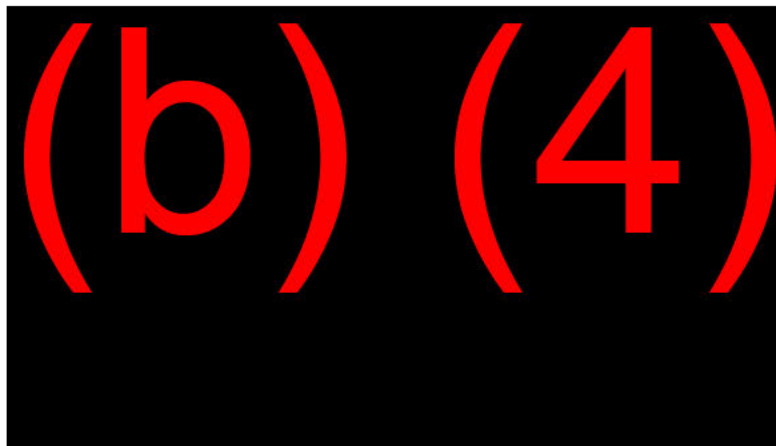
3.5.2.1.6 Subtask 1.5 – Provide Transition Plan and Support

At the end of the task order period, should transition to a new contractor be necessary, Deloitte will support all transition activities necessary to facilitate replacement of contractor services, and will develop a Transition Plan.

The Transition Plan will (b) (4)

Figure 3.5-3 provides an overview of the Transition Plan that the Deloitte team created to support the transition of activities.

Figure 3.5-2. GSA HSPD-12 Transition Plan.



Top Three Risks and Risk Mitigation Strategies [RFQ 2.4.3.4]

The following table outlines the top three risks and corresponding mitigation strategies for Task 1.

Risk	Risk Mitigation Strategy
(b) (4)	

3.5.2.2 Task 2 – Planning and Program Support [PWS 2.1.2]]

GSA requires a team that can facilitate and work collaboratively with a number of stakeholders (b) (4)

The ICAM landscape is continuously evolving and GSA requires a contractor that can provide perspective into emerging technologies and maturing policies. Through our experience at (b) (4)

In addition to our subject matter specialists, Deloitte understands how ICAM services have been implemented at GSA; in fact, we have (b) (4)

To accomplish this, Deloitte works (b) (4)

Deloitte also works (b) (4)

38

[illegible]

11

Table 3.5-2. (b) (4)

RFQ Requirements	Value of Deloitte's Approach to GSA
2.1.2 Planning and Program Support	<ul style="list-style-type: none"> (b) (4)

Top Three Risks and Risk Mitigation Strategies [RFQ 2.4.3.4]

The following table outlines the top three risks and corresponding mitigation strategies for Task 2.

Risk	Risk Mitigation Strategy
(b) (4) [Redacted]	I [Redacted] [Redacted] [Redacted] [Redacted]
[Redacted] [Redacted] [Redacted]	I [Redacted] [Redacted] [Redacted] I [Redacted] [Redacted] [Redacted]
[Redacted] [Redacted] [Redacted] [Redacted]	I [Redacted] [Redacted] [Redacted]

3.5.2.3 Task 3 – Credentialing & Background Investigation Support [PWS 2.1.3]

The GSA HSPD-12 Program's Credentialing and Background Investigation support encompasses many of the activities related to the credentialing lifecycle management and contractor investigation processes across the GSA SSO. The efficient and secure operations of these activities is critical to enabling GSA to efficiently onboard new employees providing the best value in real estate, acquisition, American people.

(b) (4)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Based on our (b) (4)

The following sections demonstrates our understanding of the Task 3 requirements, our approach for addressing each of the core requirements, and underscores the value of our approach.

(b) (4)

Understanding

(b) (4)

(b) (4)

The GSA ICAM PMO operates in a dynamic and fast-paced environment and requires an adaptable and scalable team able to support emergent projects and tasks in support the credentialing and investigative processes. The Deloitte Team has demonstrated to be a reliable and trusted service delivery advisor with the ability to efficiently identify and onboard resources for emergent or high-priority projects such as (b) (4)

Approach

In support of the GSA HSPD-12 Program, the Deloitte Team plans and implement the tools and processes to support the credentialing and investigative processes, with the following high-level approach:

- (b) (4)

The Deloitte Team has existing relationships with credentialing and investigative stakeholders (b) (4)

The Deloitte Team has (b) (4)

For management of mobile credentialing solutions such as the Light Credentialing Solution (LCS) and Light Activation Solution (LAS) computers, the Deloitte Team will (b) (4)

(b) (4)

Figure 3.5-3. (b) (4)



Table 3.5-3 outlines the PWS tasks that we considered to be Planning and Advanced Operations duties that should be performed by the Operations Lead with support from the team.

Table 3.5-3. (b) (4)

RFQ Requirements	(b) (4)
<ul style="list-style-type: none">Coordinating with regional credentialing officials for sponsoring and status of GSA personnel for credentials and background investigationsProviding project management support for credentialing and background investigation planning and operational activitiesProviding support for one or more HSPD-12 related working groups by attending meetings, preparing materials and presentations for meeting, taking minutes, and related activitiesProviding operational support for processing HSPD-12-related background investigation and credentialing requestsProviding support to Regional Credentialing Officers and other GSA staff having policy or operational questions about HSPD-12 related requests and processingCoordination with internal and external service providers for sponsoring, adjudicating, and credentialing GSA employees and contractorsWorking with MSO to understand their process and policies to assist GSA in implementing best solutionsManagement and support of GSA stations (shared, lightweight activation and lightweight credentialing), and leases/locationAssist in registrar managementWork with the OPM to understand their processes and policies and implementing best solutions within GSAParticipation in multiple OPM governance and user groupsHSPD-12 and GCIMS Role ManagementLogical Access Support using GSA Access Card or any other HSPD-12 credentialReview and analysis of impact of new ICAM related Federal guidance on GSA or any other Federal agencySupport and participation in Federal ICAM initiatives and working groups including those sponsored by Office of Management and Budget (OMB) and National Institute of Standards and Technology (NIST) on ICAM related topics, and on federal publications such as the NIST Federal Information Processing Standard (FIPS) 201 and the Federal ICAM Roadmap and Implementation Guidance, among others	(b) (4)

(b) (4)

Understanding

GCIMS is a customized application that (b) (4). The Deloitte Team has extensive knowledge of and experience with the application from both a user's and a technical perspective to support the efficient completion of system enhancements and functionality updates. We

understand that (b) (4)

(b) (4)

Approach

In order to develop a prioritized plan for GCIMS enhancement and functionality updates, the Deloitte Team will (b) (4)

In order to improve data quality, the Deloitte Team will (b) (4)

Table 3.5-4 outlines the PWS tasks that we considered to be Data Management or System Enhancements related.

Table 3.5-4. Data Management and System Enhancement.

RFQ Requirements	(b) (4)
<ul style="list-style-type: none">GCIMS enhancement testing: gather requirements, create use cases, develop test plan, and test GCIMS enhancementGSA Credential and Identity Management System (GCIMS), MSO, Human Resource (HR) database called CHRIS, Electronic Questionnaire for Investigations Processing (e-QIP), and other systems data reconciliation and auditsAudits management	(b) (4)

(b) (4)

Understanding

The Deloitte Team understands that GSA desires to extend the current Access Card Help Desk hours from 8:00AM to 5:30PM to 7:00AM to 8:00PM Eastern Time to more fully support West Coast applicants and users. We also understand that the Access Card and Contractor Investigations Help Desk may be combined in the future to facilitate a single POC for applicants and users to answer both credentialing and investigations questions and issues in an effort to provide an enhanced customer experience.

The Deloitte Team understands the functions that need to be performed by Help Desk personnel to fully support the credentialing process as well as the investigative process with the objective being to provide fully cleared contractor resources to support GSA. The Deloitte Team is very familiar with the processes and tools used in both the credentialing and investigative processes (b) (4) and will be able to efficiently perform operational tasks to support the credentialing

lifecycle as well as troubleshoot issues in the credentialing and investigations process.

Approach

The Deloitte Team will (b) (4)

[REDACTED]

[REDACTED]

[REDACTED]

Table 3.5-5 outlines the PWS tasks that we considered to be Help Desk-related tasks that should be performed by the Help Desk Team.

Table 3.5-5. Help Desk Tier Support.

RFQ Requirements	(b) (4)
<ul style="list-style-type: none">• Planning and performing operational tasks• Assist GSA personnel through the GSA Access Card process and background investigation process• Nationwide help desk support for agency staff pertaining to HSPD-12 credentialing and background investigation through OPM• GSA Access Card lifecycle management system by utilizing MSO• Credential delivery management and reconciliation• Knowledge and expertise in certificate update, card renewal, and all other credential functions• Knowledge and understanding of all certificates associated with HSPD-12 credential• Registrar duties such as enrollment of PIV card applicants, activation of PIV cards, and PIV card updates• GSA background investigation life-cycle management utilizing OPM• Support for personnel security staff and their procedures, providing background investigations and adjudications, including internal GSA staff as well as external staff using Office of Personnel Management (OPM) to support investigations• Assist employees and contractors through the e-QIP process• Troubleshooting and correction of PIV Card and background investigation problems	<p>(b) (4)</p> <p>[REDACTED]</p>

(b) (4)

Understanding

With GSA credentials issued to more than 35,000 active employees and contractors that are managed across regions by 275 GCIMS privileged users, communication and change management support are essential for maintaining standardized onboarding operations. The Deloitte Team understands (b) (4)

[REDACTED]

(b) (4) [REDACTED]

As defined in our Change Management approach outlined in Section 3.3, the Deloitte Team will continue to (b) (4)

[REDACTED]

Table 3.5-6. Communications and Change Management.

RFQ Requirements	(b) (4)
• Management of working groups and stakeholder meetings related to HSPD-12 credentialing and background investigation	(b) (4) [Redacted]
• Communication Management through GSA personnel and contractors or any other Federal agency's personnel and contractors	[Redacted] [Redacted] [Redacted]
• Communications and change management support for new HSPD-12 and ICAM initiatives	[Redacted] I [Redacted]
• Coordinating with GSA Regions	[Redacted]
• Working Group/Meeting support	I [Redacted] nications to GSA HSPD-12 and other agency partners

(b) (4)

The Deloitte Team understands that the need to keep abreast of changes in HSPD-12 policy and requirements or ICAM-related issues and understand how potential changes could impact GSA's implementation of HSPD-12. Additionally, the Deloitte Team understands the need to keep team documentation current as processes are improved and tools enhanced as well as the need to capture metrics to chart the progress of GSA's HSPD-12 implementation.

We have previously (b) (4)

Approach

The Deloitte Team has (b) (4)

Table 3.5-7 outlines the PWS tasks that we considered to Documentation and Reporting related tasks.

Table 3.5-7. Documentation and Reporting.

RFQ Requirements	(b) (4)
<ul style="list-style-type: none"> Preparing strategy documents, recommendations, presentations, and related documents Development and delivery of training to points of contact in the credentialing and background investigation process Develop policies, documents, presentations, reports, training materials, communications, etc. Assist in OMB Reporting GSA or any other Federal agency's IT policy creation and maintenance for ICAM related issues 	<p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p>

Top Three Risks and Risk Mitigation Strategies [RFQ 2.4.3.4]

The following table outlines the top three risks and corresponding mitigation strategies for Task 3.

Risk	Risk Mitigation Strategy
(b) (4)	<p>(b) (4)</p> <p>(b) (4)</p>
(b) (4)	<p>(b) (4)</p> <p>(b) (4)</p>
(b) (4)	<p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p>

3.5.2.4 Task 4 – Logical Access Management Support [PWS 2.1.4]

Understanding

Deloitte has the unique experience of serving the GSA ICAM Division's HSPD-12 Program for more than six years, including our advisory and operations support of the CIO IAM shared services program. In 2010, Deloitte was

(b) (4)

(b) (4)
(b) (4)
(b) (4)
(b) (4)
(b) (4)

across the enterprise. Currently, as an IAM shared service, GAMS processes more than 2 million transactions a year and supports approximately 33,000 internal and external user identities.

This experience at GSA alone qualifies Deloitte to best serve the Program as a trusted advisor for future logical access control services. More importantly, the strategic direction to (b) (4)

Approach

Deloitte's approach to LACS is focused on (b) (4). Deloitte intends to execute the following steps when providing LACS adoption advisory services (when required):

1. (b) (4)

Table 3.5-8 further underscores how Deloitte intends to achieve the program requirements and describes how our approach to LACS can add value to the GSA HSPD-12 PMO.

Table 3.5-8. Logical Access Control Management Support.

RFQ Requirements	(b) (4)
The Contractor shall provide program support for continuing the planning and overall management of the identity and logical access control management services provided by the ICAM Division. The services include identity management, role management, self-service workflows, and federated access management and credential authentication. The Contractor will provide support on policy and compliance issues related to logical access and provisioning for GSA IT applications and buildings. The Contractor will analyze upcoming and published Federal ICAM related instructions and guidance, and provide comments on their impact on GSA's ICAM effort.	(b) (4)

Top Three Risks and Risk Mitigation Strategies [RFQ 2.4.3.4]

Risk	Risk Mitigation Strategy
(b) (4)	I
	I
	I

3.5.2.5 Task 5 – Physical Access Management Support [PWS 2.1.5]

Understanding

In 2014, Deloitte (b) (4)

(b) (4)

Approach

Deloitte's approach to PACS is focused on (b) (4)

Deloitte's approach to PACS is:

1. (b) (4)

In line with the tenets of our approach, the Deloitte Team will (b) (4)

Table 3.5-9 further underscores how Deloitte intends to achieve the program requirements and describes how our approach to PACS can add value to the GSA HSPD-12 PMO.

Table 3.5-9. Physical Access Control Management Support.

RFQ Requirements	(b) (4)
<ul style="list-style-type: none">• Implementation and maintenance of PM-enabled PACS• Access management• PACS policy support with impact analysis on Federal PACS standards and requirements• PACs technical support and helpdesk services• PACS operational and management reporting• PACS documentation, process, etc.• Support for security processes including Assessment and Authorization (A&A)• Data administration and support for GSA and any other Federal agency• Assistance with Campus Initiative• PV-I/Facility Access Card (FAC)/Temporary badge support	(b) (4)

Top Three Risks and Risk Mitigation Strategies [RFQ 2.4.3.4]

Risk	Risk Mitigation Strategy
(b) (4)	(b) (4)

3.5.2.6 Task 6 – PKI Management Support [PWS 2.1.6]

Understanding

In recent years the demand for PKI support has been very limited at the ICAM PMO; however, the OCIO and other GSA SSOs still turn to the PMO as a PKI Center of Excellence (CoE) for the agency and for all matters regarding PKI credentials and derived credentials. The PMO helps define the agency's PKI certificate usage policies and describe how GSA's PKI architecture provides cryptographic services to GSA users and applications.

Deloitte has extensive experience in PKI services, as it (b) (4)

Approach

Given the (b) (4)

(b) (4)

Table 3.5-10 further underscores how Deloitte intends to achieve the program requirements and describes how our approach to PKI can add value to the GSA HSPD-12 PMO.

Table 3.5-10. Public Key Infrastructure Management Support.

RFQ Requirements	(b) (4)
<ul style="list-style-type: none"> • PKI-related technology upgrades, implementation planning and systems integration. • Tracking of PKI implementation and integration issues. • Maintenance of an inventory of GSA applications using PKI • PKI-related security events. • Creation and maintenance of PKI related documentation and training materials 	<p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p> <p>(b) (4)</p>

Top Three Risks and Risk Mitigation Strategies [RFQ 2.4.3.4]

Risk	Risk Mitigation Strategy
(b) (4)	<ul style="list-style-type: none"> • (b) (4) • (b) (4)
(b) (4)	<ul style="list-style-type: none"> • (b) (4) • (b) (4)
(b) (4)	<ul style="list-style-type: none"> • (b) (4) • (b) (4) • (b) (4) • (b) (4)

3.5.2.7 Task 7 – GCIMS Support [PWS 2.1.7]

Understanding

GCIMS serves as a critical component of the centralized credentialing and contractor onboarding operations for GSA personnel. As a result of the credentialing information maintained within GCIMS, GCIMS has evolved into (b) (4)

With our comprehensive understanding of the legacy GCIMS architecture, experience with integrated delivery of the HSPD-12 operations, GCIMS maintenance, and strong stakeholder relationships across the GSA SSOs, the Deloitte Team is well positioned to continue helping the GSA HSPD-12 Program. GCIMS is an important tool in GSA's management and monitoring of its HSPD-12 compliance with a national user base covering GSA's eleven regions, a span of four continental time zones, and links with enterprise OCIO information systems. GCIMS has offered 24/7 system availability since February 2009 and is a crucial component of GSA's daily work streams in the onboarding of contractors and employees and hosts approximately 3,000 logins daily.

Approach

Our approach to Task 7 GCIMS Support aligns with the integrated delivery model for the PWS tasks outlined in Section 3.2. Leveraging our experience with GSA, we grouped the Task 7 requirements into

(b) (4)

following sections demonstrate our understanding of the Task 7 requirements, our

approach for addressing each of the core requirements, and underscores the value of our approach.

(b) (4)

Understanding

The integrated (b) (4)

[Redacted text block]

(b) (4)

- [Redacted list item]
- [Redacted list item]

Approach

Our institutional familiarity, which also includes (b) (4)

[Redacted text block]

Our approach for Task 7 GCIMS Support Program Management for the GSA HSPD-12 Program includes:

- (b) (4)
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]

Table 3.5-11 describes how our approach adds value to GSA and demonstrates our successes.

Table 3.5-11. Value to Program Management.

RFQ Requirements	(b) (4)
<ul style="list-style-type: none">• Support for security processes, including A&A• Technical information needed for GSA Audits• Performance metrics definition and reporting• Performance management and tuning• Tier 2 and higher helpdesk support (e.g., resolving technical questions specific to the application itself) and maintaining Tier 1 helpdesk and procedures• Preparation of technical documentation and training materials	<ul style="list-style-type: none">• (b) (4)• [Redacted list item]• [Redacted list item]• [Redacted list item]• [Redacted list item]• [Redacted list item]• [Redacted list item]• [Redacted list item]

(b) (4)

Understanding

The security and availability of GCIMS assists GSA perform its day-to-day credentialing and contractor onboarding business functions. The Deloitte Team understands the criticality of GCIMS service disruptions and the resulting business impacts. Having a complete picture of the GSA SSO specific

change management processes and a business viewpoint to technical changes makes it possible for the Deloitte Team to deliver system enhancements focused on the customer experience.

Deloitte follows our (b) (4)

Approach

Our history developing (b) (4)

Our approach for Task 7 GCIMS Support Program Management for the GSA HSPD-12 Program includes:

- (b) (4)
- (b) (4)
- (b) (4)
- (b) (4)
- (b) (4)

The future of GCIMS is one of (b) (4)

Table 3.5-12 describes how our approach adds value to GSA and demonstrates our successes.

Table 3.5-12. Value to Application Management.

RFQ Requirements	(b) (4)
<ul style="list-style-type: none">• Development and testing of enhancements• Change management processes and Governance Board support• Change request analysis• Role management• Improvement to design and implementation of Office of Personnel Management (OPM) utilization of GCIMS to adjudicate GSA personnel including providing data connections to FBI, OPM, etc. to transmit and obtain information.• Generate automated GCIMS emails	<ul style="list-style-type: none">• (b) (4)• (b) (4)• (b) (4)• (b) (4)• (b) (4)• (b) (4)• (b) (4)• (b) (4)• (b) (4)

RFQ Requirements	(b) (4)
<ul style="list-style-type: none"> Implementation of PIV enabling GCIMS Finance reconciliation with multiple data sources like MSO and OPM, and any other service provider 	<ul style="list-style-type: none"> (b) (4)

(b) (4)

Understanding

GCIMS stakeholders including the privileged users and HSPD-12 RCOs, and POCs place great value on the contractor employment data housed within the GCIMS database. There is no other centralized, accessible, or relevant data warehouse offered at GSA dedicated to this purpose. Therefore, the need for qualified Data Management of GCIMS information to improve its data quality is central to our system support activities. (b) (4)

Approach

The Deloitte Team understands (b) (4)

The Deloitte Team's Data Management approach for the GSA HSPD-12 Program includes performing the specific steps in the following order:

- (b) (4)
- (b) (4)
- (b) (4)
- (b) (4)
- (b) (4)

(b) (4)

Table 3.5-13 describes how Deloitte adds value to Data Management.

Table 3.5-13. Value to Data Management.

RFQ Requirements	(b) (4)
<ul style="list-style-type: none"> Improvements to design databases for optimization Improvement to design and implementation of GCIMS database including moving from the current MySQL implementation Design and implement the capture, storage, and display of current and historical GCIMS data Implement and manage inter-connection between GSA systems Implementation and usage of Oracle Identity Management Suite for logical access Data Migration/reconciliation, as needed, from legacy tracking applications 	<ul style="list-style-type: none"> (b) (4) (b) (4) (b) (4) (b) (4) (b) (4) (b) (4) (b) (4)

(b) (4)

Understanding

As GSA's centralized provider of credentialing data, maintaining the high-availability of GCIMS is of critical importance for effective HSPD-12 operations. Providing more services to more SSOs within GSA means that GSA now relies even more on the Deloitte Team's efficiencies in daily operations and coordination across the various infrastructure teams to make sure GCIMS services are secure and stable.

Approach

Using our proven (b) (4)

██████████ Deloitte performs the following operations activities periodically, including but not limited to:

- (b) (4) [REDACTED]

Table 3.5-14 describes how our approach adds value to GSA.

Table 3.5-14. Systems Management Value.

RFQ Requirements	(b) (4)
• System upgrade planning and implementation	(b) (4)
• Server architecture and management	
• Maintain multiple test, production, and development environments in different data centers and high availability	
• Application and system administration and configuration management for multiple test and production environments	
• Design and implementation of high availability support	

Top Three Risks and Risk Mitigation Strategies [RFQ 2.4.3.4]

The following table outlines the top three risks and corresponding mitigation strategies for Task 7.

Risk	Risk Mitigation Strategy
(b) (4) [Redacted] [Redacted] [Redacted]	I [Redacted] [Redacted]
[Redacted] [Redacted]	I [Redacted] [Redacted]
[Redacted] [Redacted]	I [Redacted] I [Redacted]

3.5.3 Standard Operating Procedures for All Tasks and Subtasks

The GSA HSPD-12 Program requires detailed standard operating procedures for the core of the ICAM focus areas including program and planning support of the credentialing and GCIMS functions as well as the supporting areas of LACS, PACS and PKI. The Deloitte Team recognizes that following these procedures helps develop quality deliverables, streamlines operations for complementary teams, and saves time for the Team to focus on the program's more complex challenges.

Currently, the Deloitte Team will (b) (4)

As outlined in our integrated delivery model, (b) (4)

The following table illustrates the commonly used SOPs by Tasks.

Task Name	SOPs
Task 1 Project Management Support	<ul style="list-style-type: none">• (b) (4)• (b) (4), administration and quality assurance• Leadership of the execution of the task order
Task 2 Planning & Program Support	<ul style="list-style-type: none">• (b) (4)• (b) (4)• (b) (4)
Task 3 Credentialing & Background Investigation Support	<ul style="list-style-type: none">• (b) (4)• (b) (4)• (b) (4)• (b) (4)
Task 4 Logical Access Management Support	<ul style="list-style-type: none">• (b) (4)• (b) (4)• (b) (4)• (b) (4)
Task 5 Physical Access Management Support	<ul style="list-style-type: none">• (b) (4)• (b) (4)• (b) (4)• (b) (4)• (b) (4)• (b) (4)
Task 6 PKI Management Support	<ul style="list-style-type: none">• (b) (4)• (b) (4)• (b) (4)• (b) (4)• (b) (4)
Task 7 GCIMS Support	<ul style="list-style-type: none">• (b) (4)• (b) (4)• (b) (4)• (b) (4)• (b) (4)

3.5.4 Overall Work Breakdown Structure and Associated Responsibilities and Partnerships Between Government Organizations

The GSA HSPD-12 PMO Work Breakdown Structure (WBS) illustrates the most efficient approach to accomplishing all tasks identified in the PWS. In an effort to ensure an integrated delivery, the PMP and WBS (b) (4)

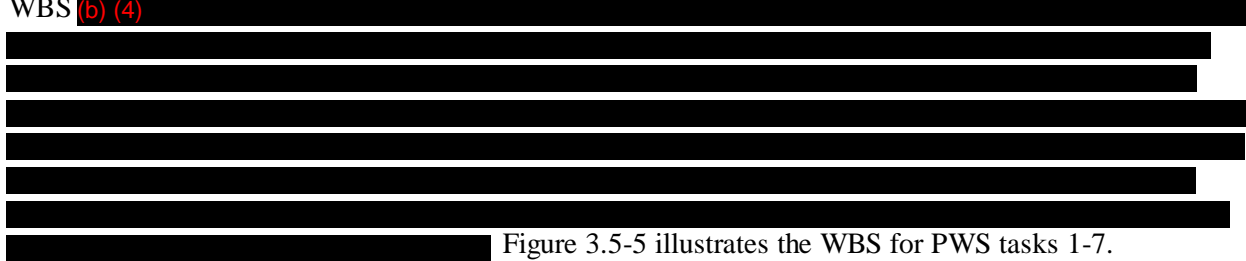
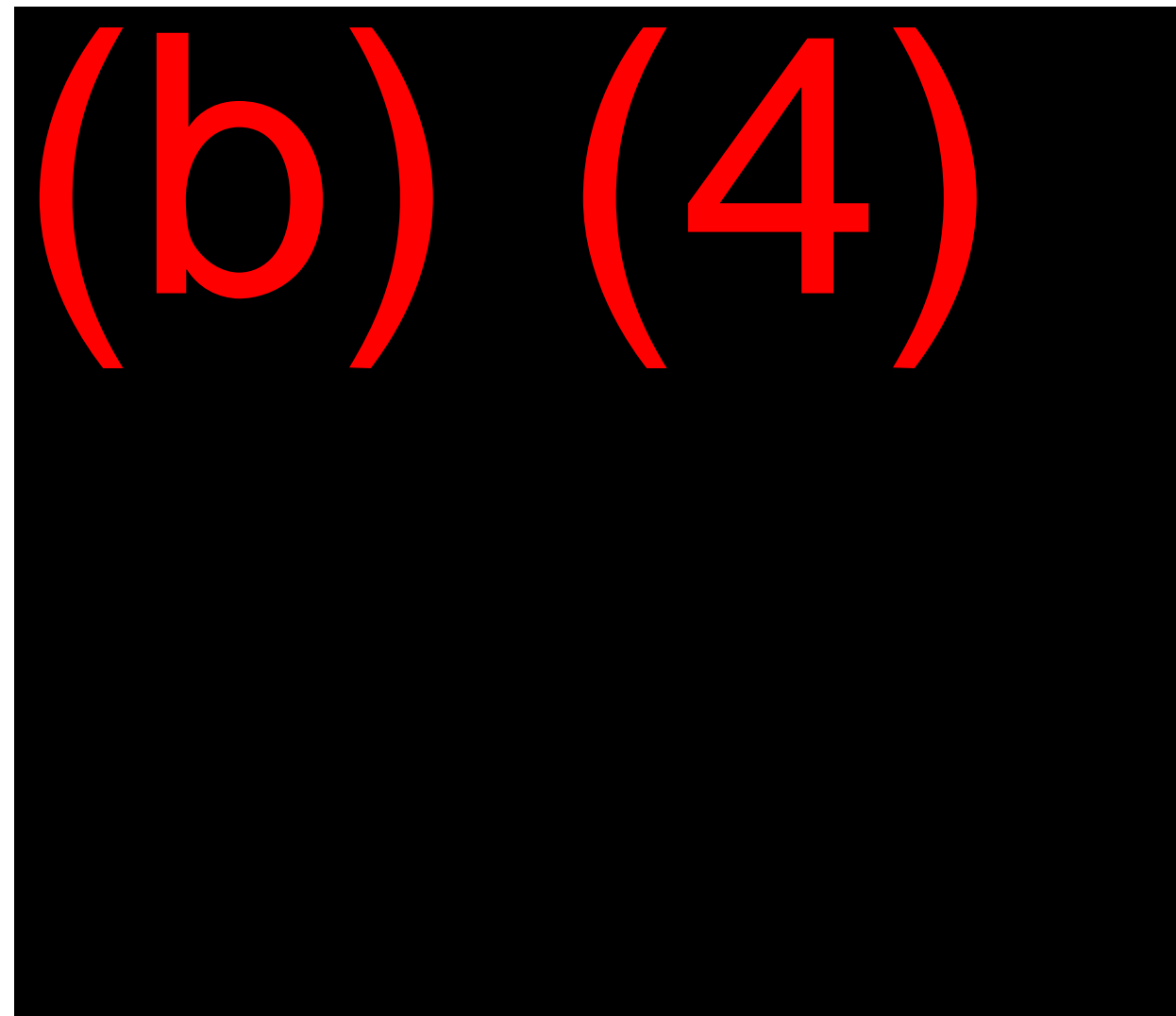


Figure 3.5-5 illustrates the WBS for PWS tasks 1-7.

Figure 3.5-4. (b) (4)

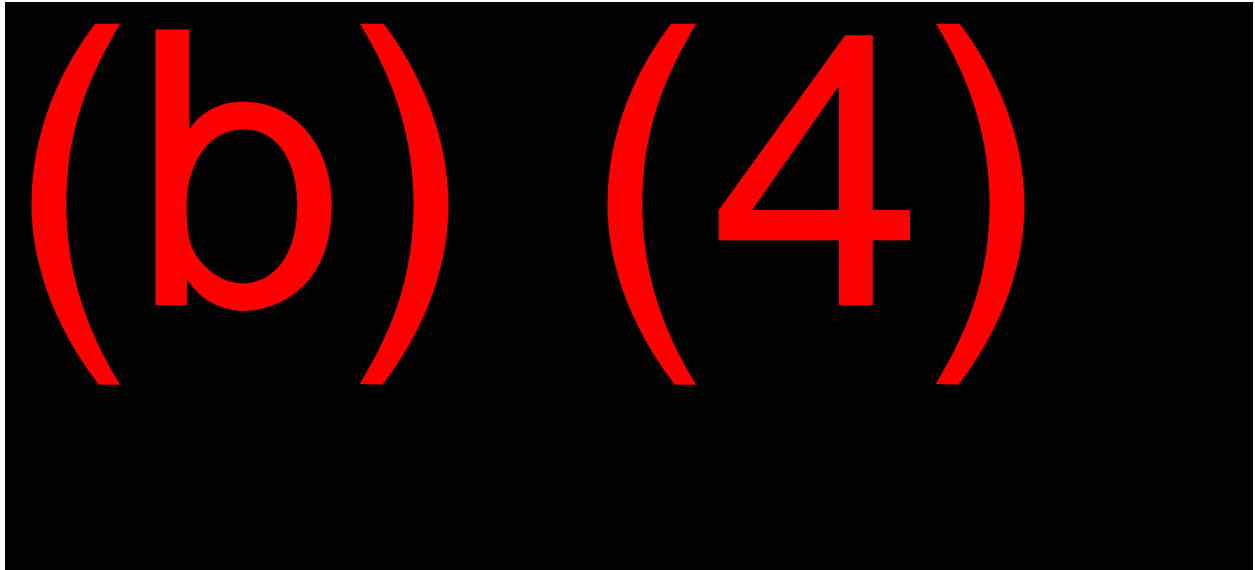


3.5.5 Quality Control Plan

The Quality Control Plan (QCP) defines the actions to achieve project's quality goals by (b) (4)



Figure 3.5-5. Deloitte’s Proven Phased Approach to Quality Assurance and Quality Control.

[illegible]

Following our existing QCP processes and tools provides the following benefits:

- (b) (4)

3.6 Section 508 Compliance Requirements [PWS 3.4]

Our Understanding of the Government's Requirements

The Deloitte Team understands that this contract is subject to Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d), as amended by the Workforce Investment Act of 1998, and the Architectural and Transportation Barriers Compliance Board Electronic and Information Accessibility Provisions. Pursuant to Section 508 of this Act, (b) (4)

(b) (4)

(b) (4)

Explanation/Demonstration of How We Will Meet the Requirements

As accessibility is a vital requirement for GSA, (b) (4)

(b) (4)

(b) (4)

- (b) (4)

4.0 Factor 4 – Relevant Project Experience (RFQ – 2.4.4)

The Deloitte team is confident in its ability to deliver the requirements for the GSA HSPD-12 program, based on the breadth and depth of our relevant project experience. (b) (4)

(b) (4)

(b) (4) Table 4.0-1 demonstrates our Team's relevant past performance against the seven task areas.

Relevancy of Deloitte's Past Performance to GSA PWS Tasks	
Value	(b) (4)
Task 1 – Project Management Support	
Task 2 – Planning and Program Support	
Task 3 – Credentialing & Background Investigation Support	
Task 4 – Logical Access Management Support	
Task 5 – Physical Access Management Support	
Task 6 – PKI Management Support	
Task 7 – GCIMS Support	

(b) (4)

4.1 Deloitte's Relevant Project Experience

In the following sections, we provide detailed descriptions of these projects.

(b) (4), (b) (6)

[illegible]

(b) (4)

[Redacted content]

(b) (4), (b) (6)

[illegible]

(b) (4)

[Redacted content]

[REDACTED]

(b) (4), (b) (6)

(b) (4), (b) (6)

(b) (4)

[Redacted content]

(b) (4), (b) (6)

Request for Quote (RFQ): ID14160113 (eBuy RFQ1079368)

67

(b) (4), (b) (6)

[REDACTED]	
[REDACTED]	
[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[illegible]

- [REDACTED]

[REDACTED]

(b) (4), (b) (6)

[Redacted text block containing approximately 12 lines of information]

(b) (4), (b) (6)

[REDACTED]

[REDACTED]

[REDACTED]	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

- (b) (4), (b) (6) [Redacted]
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[Redacted]
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[REDACTED]		[REDACTED]
[REDACTED]		[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

-
- | Category | Percentage of Respondents |
|--------------------------------------|---------------------------|
| 1. Watching TV | 100% |
| 2. Reading | 95% |
| 3. Listening to music | 98% |
| 4. Spending time with family/friends | 99% |
| 5. Traveling | 99% |
| 6. Eating | 100% |
| 7. Exercising | 100% |
| 8. Shopping | 95% |
| 9. Volunteering | 90% |
| 10. Gardening | 95% |
| 11. Learning new things | 95% |
| 12. Other | 100% |

- (b) (4), (b) (6) [Redacted]
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[Redacted]
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(b) (4), (b) (6)

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[Redacted]

[Redacted]

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[Redacted]

(b) (4), (b) (6)

[Redacted text block containing multiple lines of blacked-out content]

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[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED] [REDACTED]
[REDACTED]	[REDACTED] [REDACTED]

[REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

-
- The chart displays 25 horizontal bars, all of which are blacked out for redaction. The bars are organized into three distinct groups, each preceded by a vertical marker on the left side of the chart area. The first group contains 14 bars, the second group contains 7 bars, and the third group contains 4 bars. The bars vary in length, representing different values for each category.

(b) (4), (b) (6)

[Redacted text block containing multiple lines of blacked-out content]

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- [REDACTED]

(b) (4), (b) (6)

- [REDACTED]

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- [REDACTED]

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[REDACTED]	
[REDACTED]	[REDACTED] [REDACTED]
[REDACTED]	[REDACTED] [REDACTED] [REDACTED]

[illegible]

1. [REDACTED]

(b) (4), (b) (6)

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[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED] [REDACTED] [REDACTED]
[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]

[illegible]

1. [REDACTED]
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1. [REDACTED]
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(b) (4), (b) (6)

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[REDACTED]	[REDACTED]
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(b) (4), (b) (6) [Redacted text block containing multiple lines of blacked-out content]

Appendix B – Acronym List

Acronyms	Definition
A&A	Assessment and Authorization
ACU	Access Card Utility
ALT	Alternate Logon Token
APEX	Application Express
APL	Approved Products List
ASCC	Army Strategic Communication Calendar
BA	Business Administration
BSc	Bachelor of Science
BEP	Bureau of Engraving and Printing
BITS	Background Investigation Tracking System
BRD	Business Requirements Document
BS	Bachelor of Science
C&A	Certifications and Accreditations
CAB	Change Advisory Board
CAC	Common Access Card
CCO	Chief Confidentiality Officer
CDC	Centers for Disease Control and Prevention
CDE	Cardholder Data Environment
CFO	Chief Financial Officer
CHRIS	Comprehensive Human Resource Integrated System
CI	Contractor Investigation
CIMP	Confidential Information Management Plan
CIO	Chief Information Officer
CIPP	Certified Information Privacy Professional
CISO	Chief Information Security Officer
CISSP	Certified Information Security Systems Professional
CIW	Contractor Investigations Worksheet
CJIS	Criminal Justice Information Systems
CKMS	Congressional Knowledge Management System
CLIN	Contract Line Item Number
CMMI	Capability Maturity Model Integration
CMS	Card Management System
CO	Contracting Officer
CoE	Center of Excellence
COO	Chief Operating Officer
COOP	Continuity of Operations
COR	Contracting Officer's Representative
COTR	Contracting Officer's Technical Representative
COTS	Commercial Off-the-Shelf
CPO	Chief People Officer
CPT	Corporate Planning Tool
CR	Change Request
CRISP	Continuous Readiness in Information Security Program
CRL	Certificate Renovation List

Acronyms	Definition
CSF	Cybersecurity Framework
CTO	Chief Technology Officer
DBA	Database Administrator
DBIDS	Defense Biometrics Identification System
DBMS	Database Management System
DHS	Department of Homeland Security
DMDC	Defense Manpower Data Center
DOC	Department of Commerce
DoD	Department of Defense
DOI	Department of the Interior
DOJ	Department of Justice
DPSAC	Division of Personnel Security and Access Control
DSS	Data Security Standards
e-QIP	Electronic Questionnaires for Investigations Processing
EOMS	Executive Outreach Management System
EOP	Executive Office of the President
EP	ePassport
EPA	Environmental Protection Agency
EPLC	Enterprise Performance Life Cycle
ePMO	Enterprise Program Management Office
EUCOM	European Command
FAA	Federal Aviation Administration
FAC	Facility Access Card
FAQ	Frequently Asked Questions
FAS	Federal Acquisition Service
FASC	Federal Agency Smart Credential
FBI	Federal Bureau of Investigation
FDA	Food and Drug Administration
FDIC	Federal Deposit Insurance Corporation
FICAM	Federal Identity, Credentialing, and Access Management
FIPS	Federal Information Processing Standards
FISMA	Federal Information Security Management Act
FPS	Federal Protective Service
FSI	Financial Service Industries
FSS	Federal Supply Schedule
FTE	Full Time Equivalent
FY	Fiscal Year
GAMS	GSA Access Management System
GAO	Government Accountability Office
GCIMS	GSA Credential and Identity Management System
GFE	Government Furnished Equipment
GIS	Geographic Information Systems
GPO	Government Printing Office
GS	General Schedule
GSA	General Services Administration
GUI	Graphical User Interface

Acronyms	Definition
GUID	Globally Unique Identifier
HA	High Availability
HHS	Health and Human Services
HR	Human Resources
HSPD-12	Homeland Security Presidential Directive 12
HVA	High Value Asset
IAM	Identity and Access Management
IC	Integrated Circuit
ICAM	Identity Credential and Access Management
ICAMSC	ICAM Subcommittee
IDESG	Identity Ecosystem Steering Group
IDMS	Identity Management System
IEC	International Electrotechnical Commission
IG	Inspector General
IHS	Indian Health Service
IIS	Internet Information Servers
INCITS	InterNational Committee for Information Technology Standards
IP	Internet Protocol
IPT	Integrated Project Teams
ISC	Interagency Security Council
ISO	International Organization for Standardization
ISO/IEC	International Organization for Standardization/International Electrotechnical Commission
IT	Information Technology
IV&V	Independent Verification and Validation
IWA	Integrated Windows Authentication
JAWS	Job Access With Speech
JFCOM	Joint Forces Command
KAPL	Knolls Atomic Power Laboratory
LACS	Logical Access Control Systems
LAN	Local Area Network
LAS	Light Activation Solution
LCAT	Labor Category
LCS	Light Credentialing Solution
LDAP	Lightweight Directory Access Protocol
LHRI	Lean Hiring Reform Initiative
LLP	Limited Liability Partnership
MA	Master of Arts
MSc	Master of Science
MBA	Master of Business Administration
MBI	Minimum Background Investigation
MCSD	Microsoft Certified Solutions Developer
MDM	Mobile Device Manager
MISO	Management Information Systems Office
MSO	Managed Service Office
MSR	Monthly Status Report
MVC	Model View Controller

Acronyms	Definition
N/A	Not Applicable
NAAS	Notification Alert and Accountability System
NASA	National Aeronautics and Space Administration
NED	NIH Enterprise Directory
NIH	National Institutes of Health
NIST	National Institute of Standards and Technologies
NOAA	National Oceanic and Atmospheric Administration
NRC	Nuclear Regulatory Commission
NSTIC	National Strategy for Trusted Identities in Cyberspace
O&M	Operations and Maintenance
OAS	Office of Administrative Services
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OCM	Office of Communications and Marketing
OCPO	Office of the Chief People Officer
OCS	One Constitution Square
OCSP	Online Certificate Status Protocol
ODA	Oracle Database Appliance
OGP	Office of Government-wide Policy
OIG	Office of the Inspector General
OIM	Oracle Identity Manager
OIT	Office of Information Technology
OLAP	Online Analytical Processing
OLU	Online University
OMA	Office of Mission Assurance
OMB	Office of Management and Budget
OpDiv	Operating Division
OPM	Office of Personnel Management
OPS&IM	Office of Personnel Security and Identity Management
ORS	Office of Research Services
PACS	Physical Access Control Systems
PBS	Public Building Services
PCI	Payment Card Industry
PCIF	PV Card Issuance Facility
PII	Personally Identifiable Information
PIM	Project and Integration Methodology
PIV	Personal Identity Verification
PK	Public Key
PKI	Public Key Infrastructure
PM	Project Manager
PMBOK	Project Management Body of Knowledge
PMI®	Project Management Institute
PMO	Program Management Office
PMP	Project Management Professional
POC	Point of Contact
PSS	Personnel Security and Suitability

Acronyms	Definition
PWS	Performance Work Statement
QA	Quality Assurance
QAMP	Quality Assurance Management Plan
QCP	Quality Control Plan
QIP	Questionnaire for Investigations Processing
RCO	Regional Credentialing Officers
RDBMS	Relational Database Management System
RFQ	Request for Quote
RLA	Restricted Local Access
ROI	Return on Investment
RSN	Regional Security Network
RUP	Rational Unified Process
SA&A	Security Assessment and Authorization
SAML	Security Assertion Markup Language
SCI	Sensitive Compartmented Information
SCIP	Strategic and Competitive Intelligence Professional
SCMS	Smart Card Management System
SDLC	System Development Life Cycle
SEI	Software Engineering Institute
SI	System Integration
SIDT	Systems Integration Delivery Transformation
SIP	Session Initiative Protocol
SMA	Subject Matter Advisor
SME	Subject Matter Expert
SOA	System Oriented Architecture
SOP	Support the Program
SP	Special Publication
SQL	Structured Query Language
SSAS	SQL Server Analysis Services
SSBI	Single Scope Background Investigation
SSL	Secure Socket Layers
SSO	Staff Service Offices
SSP	System Security Plan
SST	Server Services Team
TLS	Transport Layer Security
TSA	Transportation Security Administration
TWIC	Transportation Worker Identity Credential
U.S.	United States
U.S.C.	United States Code
UI	User Interface
USA	United States of America
USDA	United States Department of Agriculture
USPS	United States Postal Service
USPTO	United States Patent and Trademark Office
VA	Department of Veterans Affairs
VM	Virtual Machine

Acronyms	Definition
WBS	Work Breakdown Structure
WCF	Windows Communication Foundation
WF	Windows Workflow
WPF	Windows Presentation Foundation
WSR	Weekly Status Reports